Some Thoughts on Managing Change: From Good Intentions to Good Results

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Routine Work vs. Project Work

https://www.youtube.com/watch?v=NT-mVVprnbs
The Daily Routines of Famous Creative People

Turns out great minds don't think alike. Discover how some of the world’s most original artists, writers and musicians structured their day.

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Victor Hugo
c. 1852

Awakened by daily gunshot from fort, freshly brewed coffee, morning letter from mistress Juliette Drouet. 2 raw eggs.

Dinner, conversation, cards at Juliette's with friends
Writing, responding to letters
Carriage ride with Juliette
Daily visit to barber
Long strenuous exercises on beach
Guests and lunch
Public ice bath on roof in water left out overnight
Sleep
Routine, Project, and Change

• We are the institution
• We are the change
• We change
Change is Timeless

The dogmas of the quiet past, are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise -- with the occasion. As our case is new, so we must think anew, and act anew. We must disenthrall ourselves, and then we shall save our country.

Abraham Lincoln, December 1, 1862
“It’s not so much that we are afraid of change, or so in love with the old ways, but it’s the place in between that we fear... it’s like being between trapezes. It’s Linus when his blanket is in the dryer. There’s nothing to hold on to.”

- M. Ferguson
The UC Mission

• The distinctive mission of the University is to serve society as a center of higher learning, providing long-term societal benefits through transmitting advanced knowledge, discovering new knowledge, and functioning as an active working repository of organized knowledge.

• That obligation, more specifically, includes undergraduate education, graduate and professional education, research, and other kinds of public service, which are shaped and bounded by the central pervasive mission of discovering and advancing knowledge.
Pillars of Purpose: UC Merced

Excellence & Sustainability

Transmitting Knowledge:
Educational Programs

Discovering Knowledge:
Research Programs

Public Service:
Outreach, Partnerships, Collaboration – Internal, Community, Industry, Alumni, Academia

Organization: Culture, Learning & Growth, Processes

Stakeholder Ecosystem: Students, Staff, Faculty, Employers, Industry, Community, Campus, UC, State, Research Community

Financials: Programs, Granting Orgs, Philanthropic, State, UC
UC Merced’s Compelling Story

Our History

The Challenges We Face

The Choices We Have

Our Plan for Action

Our Desired Future
Framing without Blaming

UC Merced’s Evolution

1. START UP
   - Top 140
   - Culture: "anything goes" "entrepreneurial"

2. GROWTH
   - Top 100
   - Focus, momentum

3. MATURE
   - "Sustaining Quality"
   - Turbulence
   - Openness works

10 yrs.
All great changes are preceded by chaos.

- Deepak Chopra
The Need for Change: Gaps?

Who is impacted by these gaps?
“People” Readiness for Change

For corporate process improvement involving systems investments: (Gartner Group, 2003)

- **28%** are abandoned
- **41%** come in behind schedule and/or over budget
- **80%** are NOT used in the way they were intended, or NOT USED AT ALL, 6 months after completion of installation

The 2015 View

- **McKinsey and Company** ... A recent survey of business executives indicates that the percent of change programs that are a success today is... still 30%.
- **IBM** ... Nearly 60 percent of projects aimed at achieving business change do not fully meet their objectives.
- **Harvard Business Review** ... The brutal fact is that about 70% of all change initiatives fail.
- **Forbes/Towers Watson** ... A new study by Towers Watson has found that only 25% of change management initiatives are successful over the long term.
- **Connor Partners** ... Change practitioners have some culpability for the atrocious 70% failure rate of change initiatives.
How do we maximize the likelihood of success?

- We are the institution
- We are the change
- We change
Employees have preferred senders of change messages

Top-level executives and senior leaders when the message pertains to the business need for change and alignment of the change with the organization's overall direction.

Employees' immediate supervisors for messages that pertain to the individual impact resulting from the change (discussing 'what's in it for me' with each employee).
## Communication checklist

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<th>Yes</th>
<th>No</th>
<th>Question:</th>
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<tbody>
<tr>
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<td>Have you identified all of the different <strong>audiences</strong> you need to communicate with throughout the organization?</td>
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<td>Have you identified who the <strong>ideal sender</strong> of communication messages will be?</td>
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<td>Have you identified what are the most effective <strong>channels</strong> of communication?</td>
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<td>Have you created mechanisms to enable <strong>two-way</strong> communication to take place?</td>
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CHANGE

"Embrace change. True success can be defined by your ability to adapt to changing circumstances."

- Connie Sky
Key Questions and Your Thoughts

• What are the change issues that are most important to UC Merced?
• What are the most challenging aspects with respect to our change projects?
• How do we empower action?
• How can we best organize ourselves to enable change?
• How to best make change happen?